Cygnet

*Improving lives together*

# Governance Framework for Cygnet

## Leading the Way for Exceptional Care

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# 1 Foreword from Group CEO, Professor Tony Romero

At Cygnet we are dedicated to delivering high quality care to all those who use our services across our health and social care settings. We work together with a shared goal of providing safe, effective care that makes a positive difference to those we look after at more than 150 services across the UK.

Good governance is about making sure we're doing the right things, in the right way for those we care for. It's about being open, transparent, inclusive and accountable. It means we can provide good quality, sustainable services and ensure learning opportunities to constantly improve and excel.

Quality and safety are at the forefront of everything we do and we constantly monitor and review our services through our internal Quality Assurance, Safeguarding, Compliance and specialist teams.

Our processes and systems give us visibility to manage performance, hear feedback and regulate the quality of care provided. We also operate openly and transparently with our external regulators and stakeholders to constantly improve, progress and innovate. This drive for service excellence sets us apart as sector-leaders, attaining high standards that are reflected in our regulatory ratings, accreditations and outcomes for those who use our services.

We use data to measure our progress and assess our quality. We listen to service user and staff experiences to inform our practice and constantly strive to achieve the best possible outcomes for those in our care.

Our governance framework and the principles that guide us mean our staff have a clear road map to providing the best possible care. We remain solution-focused and our governance arrangements enable issues to be heard locally, regionally and corporately with a focus on clear communication and a spirit of speaking up and participation.

**Professor Tony Romero**
**Group CEO**
**Cygnet**

**This booklet gives an overview of governance arrangements at Cygnet. If you have any feedback or questions please don't hesitate to raise them with Leah Christmas, Board Secretary: LeahChristmas@cygnethealth.co.uk**

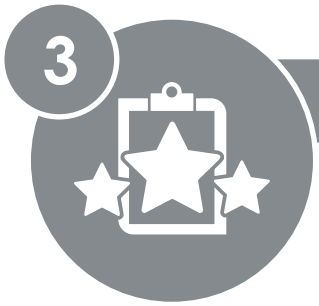
# 2 Corporate Strategic Priorities - our Purpose, Vision, Mission and Values

## 1 Service users first

Putting individuals at the heart of all we do in the delivery of safe, high quality care.

## 2 Support and help more people

Providing the right care, at the right time in settings that best meet individual needs.



## 3 Deliver service excellence

To be seen as a provider of choice for the delivery of high quality, evidence-based, specialist care.

## 4 Value and develop our staff

To recruit and retain talented people who exemplify our values and feel proud to work in a culture that promotes excellence, delivers person-centred care and provides opportunities for everyone to be their best.

## 5 Innovation for the future

Showcase innovation and vision. Harness technology. Deliver our sustainability targets. Be a force for good in the communities we serve.

# 2 Corporate Strategic Priorities - our Purpose, Vision, Mission and Values

Our **purpose** is to make a positive difference to the lives of the individuals we care for, their loved ones and all those who work with us.

Our **vision** is to provide high quality, sustainable specialist services that: Ensure service users and residents feel safe and supported, staff are proud of, commissioners and service users select, and stakeholders trust.

Our **mission** is to work together in a positive culture of openness, honesty and inclusivity, where we deliver safe, compassionate, quality care for our service users and staff enjoy a fulfilling, rewarding environment in which to work.

Our **values** are to care for our service users, staff and visitors, to respect them, to ensure a bond of trust is built among us, to at all times empower those we look after as well as our staff, to deliver quality services with integrity.

**We recognise that our people define us - the people who are our colleagues, the individuals who we care for as well as their families and loved ones.**

**Working together we are driven by our values; Integrity; Trust; Empower; Respect and Care.**

## Integrity

*We have Integrity*

Guided by a strong moral code, we act with the best intentions and for the right reasons; making person-centred decisions based on individual assessment.

## Trust

*We Trust*

Forming the basis of our therapeutic and working relationships, we work hard to build and maintain trust.

## Empower

*We Empower*

We empower people to make informed decisions and forge their own path. We encourage people to take every opportunity.

## Respect

*We Respect*

We treat people fairly as individuals. We understand the strength that lies in our diversity. We ensure people have the ability and support to make a positive difference.

## Care

*We Care*

We listen to each other and care for each other. We care deeply about everyone who is part of the Cygnet community.

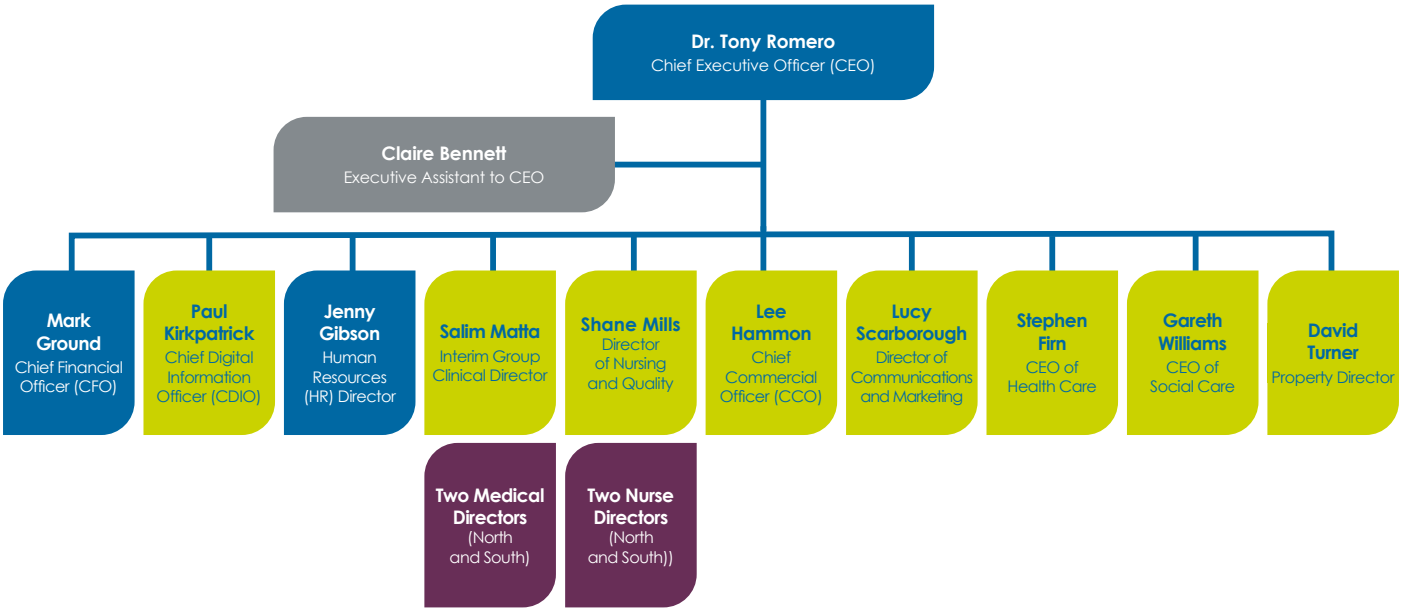
*Improving lives together*

Integrity | Trust | Empower | Respect | Care

# 3 Cygnet Executive Management Board and Senior Management Team

Cygnet's Executive Management Board (EMB), led by the CEO, is made up of eleven members who oversee the company's operational directorates and central support functions. It meets quarterly and has oversight of Cygnet's governance and reporting structures.

Our EMB leadership structure ensures the delivery of high quality and sustainable care. Each directorate has clear lines of reporting and is organised to ensure succession plans provide capacity, accountability and capability to the organisation. Our values support a culture of open, visible and accessible leadership at every level.



# 4 Cygnet's Governance Structure

As Cygnet has grown we have adapted our governance systems and processes to ensure our services are effective, safe and sustainable and have the individuals we care for and support at the heart of all we do.

Our governance structure is similar to that in the NHS and other Health and Social Care organisations.

Cygnet is committed to providing high quality care through a robust governance framework that is transparent, accountable and inclusive. We believe good governance is everyone's responsibility to ensure service user safety, quality care and an open culture for all.

## 4.1 Our Governance Structures are Underpinned by These Key Principles:

- We work collaboratively and openly to provide services that are effective, safe and person-centred, where risks are managed appropriately
- Our teams feel able to speak up and share information in a prompt way that allows us to identify risks, agree next steps and assess our performance
- Our governance framework is such that we focus on high quality care and positive outcomes for those we look after and support
- Our service user voice is integral to our governance processes. Our People's Councils and advocacy provision allow us to hear directly from those we look after so that we can act, and react, in a way that is relevant to their needs and views
- Every member of staff has a line manager to report into and support their development
- We are committed to sharing feedback from our Governance Structures and genuinely want staff to be able to contribute to this processes, from services to Board and Board to services
- We value positive relationships and collaboration within the communities we serve

## 4.2 How Does it Work?

1. Each service has its own local risk register and governance arrangements that feed up into the regional and corporate framework to ensure transparency and a clear line of sight from Board to ward/service and vice versa
2. Services are organised into either our Health Care or Social Care directorates
3. Within these directorates, services are clustered into geographical regions which are overseen by Operations Directors, Regional Clinical Directors and Regional Nurse Directors
4. Our operational and clinical teams are aligned and work together to deliver high quality care
5. The services within our Social Care directorate are overseen by the Chief Executive Officer for Social Care who reports to the Group Chief Executive Officer
6. The services within our Health Care directorate are overseen by the Chief Executive Officer for Health Care who reports to the Group Chief Executive Officer
7. Our Regional Medical Directors report to the Group Clinical Director
8. Our Regional Nurse Directors report to the Director of Nursing and Quality
9. Our Group Clinical Director and Director of Nursing and Quality meet together with our Chief Executive Officers for Health Care and Social Care, all of whom report to the Group Chief Executive Officer who has management oversight of the whole company
10. Our central service functions provide support to our operational and clinical colleagues. Each function reports up to members of the Executive Management Board

# 4 Cygnet's Governance Structure

**Board**
UHS Chair, UHS Directors, Senior Independent Director, Cygnet CEO, Chief Financial Officer & Human Resources Director.

**Executive**
Cygnet CEO, Chief Financial Officer, Director of Nursing and Quality, Property Director, Group Clinical Director, Chief Digital Information Officer, Human Resources Director, Chief Commercial, Director of Communications and Marketing, Chief Executive Officers for Health and Social Care.

**Regional**
Regional Medical Directors, Regional Nursing Directors, Regional Quality Managers, Regional Psychology Directors, Regional Occupational Therapy Directors, National Director of SALT & Clinical Systems Manager, Responsible Officer (Group wide) Human Resources Business Partners, Estates, Digital, Risk, Finance,Commercial & Property, Communications and Marketing.

**Social Care & Healthcare Divisions Local Operations.**

SERVICE USER

Our governance framework gives us the ability to scrutinise how we all work, helps us to manage risk, and shows us lessons that can be learnt from our experiences. Our clear governance structure, from service level up to the Executive and vice versa, is a key driver for continuous quality improvement and service excellence.

Ultimately, Cygnet's Board through its Board sub-committees and supported by the Advisory Board and its members, is responsible for the quality of care delivered across all services that Cygnet provides. Quality is achieved through robust governance arrangements, which delegate responsibility down to individual units. All staff within the company are committed to working in a professional manner and have a shared responsibility for quality and accountability.

Corporately Cygnet's Director of Nursing and Quality is the Lead Executive for Quality and Safety.

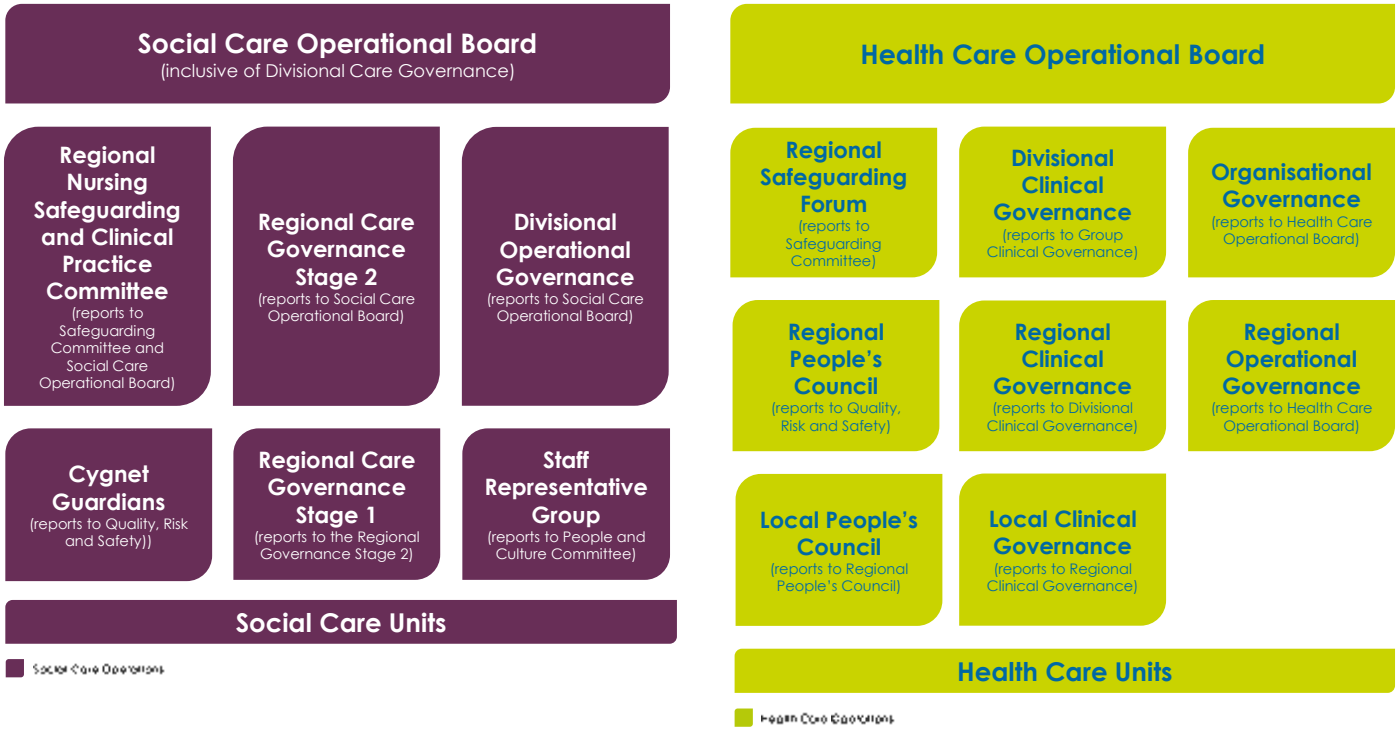
This means that although individuals, clinical and care teams at the frontline are responsible for delivering quality care, it is the responsibility of the Executive Management Board to create a culture within the organisation that enables teams to work at their best, and to have in place arrangements for measuring and monitoring quality and for escalating issues including, where needed, to the Executive Management Board and Board Committees.

It is important that, as an organisation, we encourage a culture where services are improved by learning lessons, and staff and service users are encouraged to identify areas for improvement.

# 4 Cygnet's Governance Structure

## 4.3 Local, Regional and Divisional Governance

Our Local, Regional and Divisional Governance arrangements are identified in purple (Social Care) and green (Health Care) on the diagram below.




- Our governance meetings discuss and resolve issues or escalate as required. They share and review lessons learnt and ensure that unit managers have an opportunity to share areas they think are going well and also any concerns which need to be raised upwards - They take information back to their service staff to disseminate as required
- Every unit has a local risk register that everyone can feed into via their line manager
- We have a clear risk escalation process so that things raised locally are heard and we can respond promptly
- People's Councils remain a key feature to ensure the service user voice is heard
- Where appropriate, any high level risks can be considered for escalation to the clinical and operational risk register which is regularly reviewed by the Executive Management Team

# 4 Cygnet's Governance Structure

## 4.4 Corporate Governance

Our regional, and through them local structures, report into four Executive Committees that enable us to hear and respond to issues directly and work more collaboratively across our teams. They are:

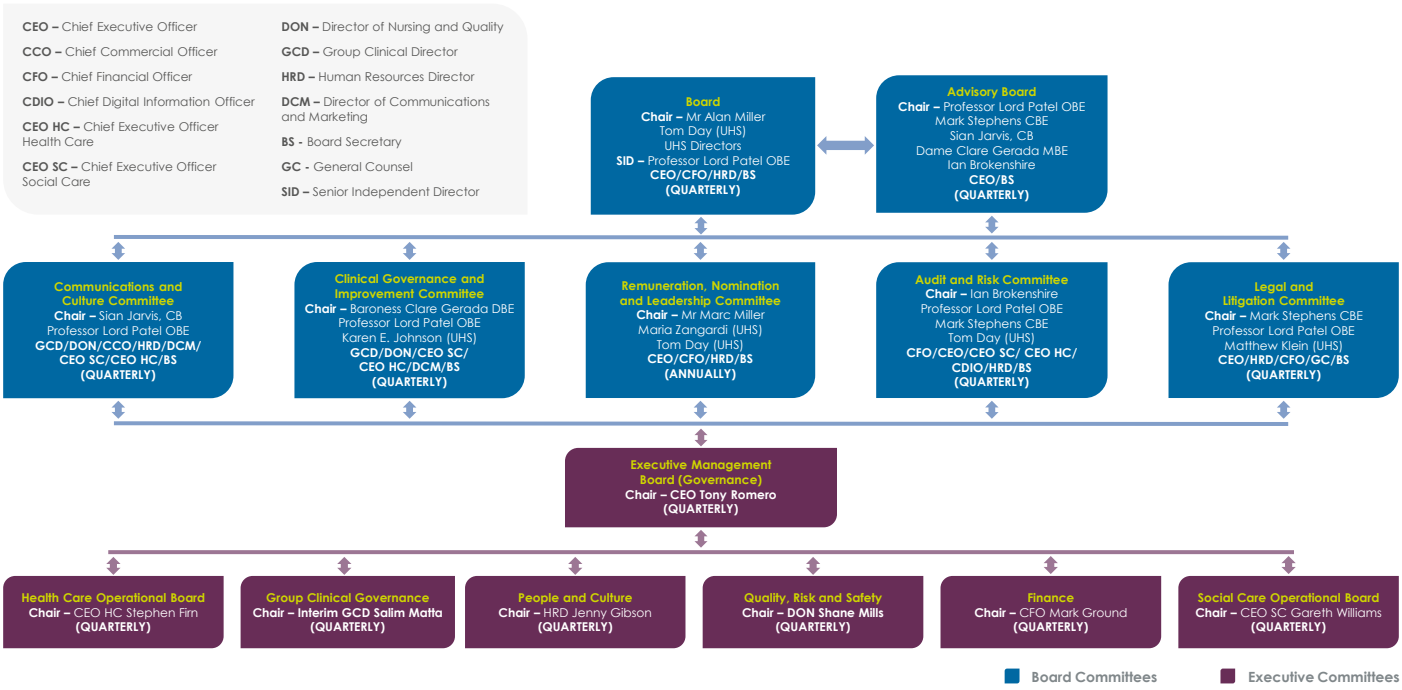
- Group Clinical Governance Committee, chaired by the Group Clinical Director
- People and Culture Committee, chaired by the HR Director
- Quality, Risk and Safety Committee, chaired by the Director of Nursing and Quality
- Finance Committee, chaired by the Chief Finance Officer

These four Executive Committees report to the Cygnet Executive Management Board chaired by the CEO, which in turn report to the Board Committees. They are:

- Clinical Governance and Improvement Committee, chaired by one of Cygnet's Independent Non-Executive Directors on the Advisory Board
- Remuneration, Nomination and Leadership Committee
- Audit and Risk Committee, chaired by one of Cygnet's Independent Non-Executive Directors on the Advisory Board
- Communications and Culture Committee, chaired by one of Cygnet's Independent Non-Executive Directors on the Advisory Board
- Legal and Litigation Committee chaired by one of Cygnet's Independent Non-Executive Directors on the Advisory Board

Cygnet has a established Advisory Board, with members having senior experience and expertise to support the Board's Committees. Advisory Board Members are independent and hold non-executive positions, this is Chaired by Cygnet's Senior Independent Director, Professor Lord Patel OBE, and attended by Mark Stephens CBE, Baroness Clare Gerada, Ian Brokenshire and Sian Jarvis, CB.

The Board Committees report into the Main Board which is chaired by the UHS Chairman / CEO (UHS is Cygnet's parent company). This structure can be seen in the chart below.



# 5 Key Leads

| Role | Individual |
|---|---|
| Accountable Emergency Officer | David Turner |
| Anti- Bribery Officer | Mark Ground |
| Multicultural Network Chair | Raf Hamaizia, Kirti Paik, and Juliet Powell |
| Caldicott Guardian | Salim Matta |
| Nurse for Safeguarding Children, Adults and Transition | Summer Drakes |
| Head of Safeguarding and Protection | Philip Winterbottom |
| Data Protection Officer | Michelle Crump |
| Director of Infection Prevention and Control | Shane Mills |
| Executive Responsible for Health and Safety | David Turner |
| Executive Responsible for Lessons Learnt | Shane Mills |
| Executive Responsible for Medicines Management | Salim Matta |
| Executive Responsible for Mental Health Law | Salim Matta |
| Executive Responsible for Positive and Safe Care (RRP) | Shane Mills |
| Corporate Nurse Director for Reducing Restrictive Practices | Shane Mills |
| Executive Responsible for Quality Improvement | Shane Mills |
| Executive Responsible for Safeguarding | Shane Mills |
| Expert by Experience Lead | Raf Hamaizia |
| Freedom to Speak Up Guardian | Ryan Faulkner |
| Mental Capacity Act/DOLS Lead | Karen Lund |
| Mental Health Act Lead | Karen Lund |
| Reducing Restrictive Practice Lead | Phil Winterbottom |
| Prevent Lead | Shane Mills |
| Responsible Officer | Dr Dale Lawrence |
| Resuscitation Officer | Faye Theobald |
| Senior Accounting Officer | Mark Ground |
| Senior Information Risk Officer | Paul Kirkpatrick |
| Named Doctor for Adult Safeguarding | Dr Graeme Tosh |
| Named Nurse for Adult Safeguarding | Paula Tappenden |
| Named Professional for Children's Safeguarding | Claire Atkinson |
| Named Nurse for Children's Safeguarding | Summer Drakes |
| CAMHS Corporate Lead | Shane Mills |

# 6 Key Meetings and Committees

| Committee | Brief summary of purpose | Attendees |
|---|---|---|
| **Board Committee Meetings** | | |
| **Board** | Responsible for the Company's strategic direction, vision and purpose.<br>Responsible for overseeing and holding to account the executives for the day to day delivery of the strategy.<br>Ultimately, Cygnet's Board through its Board Committees, and supported by the Advisory Board and its members, is responsible for the quality of care delivered across all services that Cygnet provides. | • Chair: Chairman of UHS<br>• UHS Divisional Director of Finance, BH Division<br>• UHS Senior Vice President, Clinical Services<br>• UHS Senior Vice President, Human Resources<br>• Senior Independent Director<br>• Chief Executive Officer<br>• Chief Financial Officer<br>• Human Resources Director<br>• Board Secretary |
| **Advisory Board** | To provide challenge and assurance to ensure quality services are provided which are focussed on safety, sustainability and continuous improvement.<br>To review Cygnet's corporate governance practices regularly and propose recommendations. | Members:<br>• Chair: Senior Independent Director<br>• Independent Non-Executive Directors<br><br>Attendees:<br>• Chief Executive Officer<br>• Board Secretary |
| **Audit & Risk Committee** | To assist the Board in its oversight of financial reporting and accounting, auditing and financial control, fraud and risk.<br>Recommend the appointment of external auditors.<br>To ensure the efficacy of overall risk management systems and policies.<br>To escalate and inform the Board of matters arising at any of the Board Sub-Committees. | Members:<br>• Chair: Independent Non-Executive Director<br>• UHS Divisional Director of Finance, BH Division<br>• Senior Independent Director<br><br>Attendees:<br>• Chief Financial Officer<br>• Chief Digital Information Officer<br>• CEO of Health Care<br>• CEO of Social Care<br>• Human Resources Director<br>• Board Secretary |
| **Clinical Governance and Improvement Committee** | Oversee and promote development of an organisational culture and environment that delivers high quality care, ensuring the safety of patients, clients and staff through effective systems and services.<br>Develop, steward the implementation and monitor clinical performance indicators to measure clinical effectiveness within Cygnet, to oversee trend analysis and compliance with clinical interventions and identify emerging risks.<br>Ensure systematic improvements in clinical practice identified as a result of clinical incident review are implemented. | Members:<br>• Chair: Independent Non-Executive Director<br>• UHS Senior Vice President, Clinical Services<br>• Senior Independent Director<br><br>Attendees:<br>• Group Clinical Director<br>• Director of Nursing and Quality<br>• Responsible Officer<br>• CEO of Health Care<br>• CEO of Social Care<br>• Director of Communications and Marketing<br>• Human Resources Director<br>• Responsible Officer (ad-hoc)<br>• Chief Commercial Officer<br>• Board Secretary |

| | | |
|---|---|---|
| **Clinical Governance and Improvement Committee** | Monitor and review key legislative, regulatory and public policy issues and trends related to the latest research and development.<br><br>To ensure clinical risk is evaluated, understood and cascaded to the Board.<br><br>Scrutinise and monitor performance and improvement of assets which require improvement as identified by our Health and Social Care Regulators in England, Wales and Scotland or through our internal assurance systems including those identified on our Operational Risk Register. | |
| **Remuneration, Nomination and Leadership Committee** | Discharge the Board's responsibilities relating to executive compensation.<br><br>Review succession plans for the CEO and other senior executives.<br><br>Determine the strategy and policy in relation to terms and conditions of engagement of the Executive Directors;<br><br>Approve the appointment of independent non-executive directors of the Advisory Board and members of the Executive Management Board.<br><br>Keep under review the leadership needs of the business.<br><br>Oversee terms and conditions of employment and any major changes in employee benefits. | Members:<br>• Chair: Chairman of UHS<br>• UHS Divisional Director of Finance-BH Division<br>• UHS Senior Vice President, Human Resources<br><br>Attendees:<br>• Chief Executive Officer<br>• Chief Financial Officer<br>• Human Resources Director |
| **Legal and Litigation Committee** | Consider and receive updates on any legal cases which are considered to be assessed as a high risk with a potential reputational impact.<br><br>Monitor the management of legal risk, making recommendations to the Main Board on legal and litigation risk appetite.<br><br>Oversee any 'whistleblower' complaints considered to qualify as a protected disclosure under the Public Interest Disclosure Act.<br><br>Review legal risks and recommend any action required, reporting through to the Audit and Risk Committee.<br><br>Review any breaches of litigation limits, reporting these to the Audit and Risk Committee as directed.<br><br>Provide an overview of any changes to law and /or policy as well as which could potentially affect Cygnet.<br><br>Monitor the management of external legal firms and appointment of same and expenditure on same. | Members:<br>• Chair: Independent Non-Executive Director<br>• Senior Independent Director<br>• Senior Vice President and General Counsel for UHS<br>• Group Chief Executive Officer<br><br>Attendees:<br>• General Counsel<br>• Chief Financial Officer<br>• Human Resources Director<br>• Board Secretary |

| | | |
|---|---|---|
| **Communications and Culture Committee** | Be responsible for advising on the development and implementation of an overarching Culture Plan and Communications and Engagement Strategy in order to position Cygnet as the best in class provider of Care Services and highly complex Mental Health Services across the UK, with specific attention to our reputation within the NHS, National and Local Government. Monitor and review the development of a Strategic Communication and Engagement Plan and Culture Plan to support developing a positive and inclusive culture which focuses on:<br>• Engagement with patients, service users and carers to support the delivery of the strategic priorities<br>• Strengthening our Partnership with the NHS;<br>• Belonging to Cygnet;<br>• Improving Staff Experience and engaging with our staff better and more often; and<br>• Inspiring Leadership<br>Be responsible for overseeing the delivery and evaluation of engagement and communications activities across Cygnet. Provide advice and recommending initiatives that will increase the reputation of Cygnet, e.g. through partnerships, charities, academic research, community projects and engaging across Cygnet committees.<br>Identify opportunities for increasing staff engagement and partnership working to and engage more effectively with local communities making sure there is a feedback loop that promotes two-way communication and involvement. Report and discuss results of the staff survey to monitor and act on feedback provided. Receive regular updates from the People and Culture Committee. | Members:<br>• Independent Non-Executive Director<br>• Senior Independent Director, Cygnet<br>• Vice President and Chief Marketing and Communications Officer, UHS)<br><br>Attending by invitation:<br>• CEO Health Care<br>• CEO Social Care<br>• Human Resources Director (Lead Director for People)<br>• Chief Commercial Officer<br>• Director of Nursing and Quality<br>• Group Clinical Director<br>• Director of Communications and Marketing<br>• Freedom to Speak Up Guardian<br>• Expert by Experience Lead<br>• Board Secretary |
| **Executive Committee Meetings** | | |
| **Executive Management Board** | Accountable for the day to day delivery of the Company's Strategy.<br>Lead a culture of high quality, safe effective and sustainable patient and social care.<br>Direct operations in accordance with performance indicators and targets. Assess and manage all operational risk.<br>Bring matters to the attention of the Main Board.<br>Recommend business plans and budgets to the Main Board and then deliver these in accordance with the Main Board's direction.<br>Promote a diverse and inclusive workforce in order to attract, develop and retain high quality people. | • Chair: Group Chief Executive Officer<br>• Chief Financial Officer<br>• Group Clinical Director<br>• Human Resources Director<br>• Director of Nursing and Quality<br>• Chief Commercial Officer<br>• Chief Digital Information Officer<br>• Director of Communication and Marketing<br>• CEO of Health Care<br>• CEO of Social Care<br>• Property Director<br>• General Counsel<br>• Board Secretary |

# 6 Key Meetings and Committees

| | | |
|---|---|---|
| **Executive Management Board** | Safeguard and manage the reputation of the business. | |
| **Group Clinical Governance** | The Chair will report on the activities of the Clinical Governance Meeting to the Executive Management Board as directed by the CEO. Its work is in support of the CEO and Executive Team in the delivery of their responsibilities, informing their decision-making. | • Group Clinical Director (Chair)<br>• Director of Nursing and Quality<br>• Deputy Director of Nursing and Quality<br>• CEO, Social Care<br>• CEO, Health Care<br>• Director of SLT<br>• Regional Directors of OT<br>• Regional Medical Directors<br>• Regional Nurse Directors<br>• Regional Directors of Psychology<br>• Director of Communications and Marketing<br>• Corporate Complaints and Compliments Manager<br>• Freedom to Speak Up Guardian<br>• Compliance Manager<br>• Head of Risk and Incident Management<br>• Clinical Systems Manager<br>• Corporate Nurse Director (Positive and Safe Care)<br>• Group Mental Health Act Lead<br>• Responsible Officer<br>• Expert by Experience Lead (representative)<br>• Head of HR Operations<br>• General Counsel<br>• Director of Clinical Performance |
| **Finance** | The Finance Meeting shall act as a forum for considering and acting upon any management information which covers financial issues for Cygnet. Its work is in support of the CEO and Executive Team in the delivery of their responsibilities, informing their decision-making. | • Chief Financial Officer (Chair)<br>• Human Resources Director<br>• Financial Controller<br>• Head of Commercial Finance<br>• Head of Tax and Corporate Reporting<br>• Group Internal Audit<br>• Procurement Director<br>• Head of Billings and Collections<br>• Chief Information Officer<br>• Chief Commercial Officer<br>• Property Commercial Director<br>• Group Facilities Director<br>• Board Secretary<br>• General Counsel |

# 6 Key Meetings and Committees

| | | |
|---|---|---|
| **Quality, Risk and Safety** | The Quality, Risk and Safety Meeting shall act as a forum for considering and acting upon any management information which covers quality, risk and safety issues for Cygnet.<br><br>Its work is in support of the CEO and Executive Team in the delivery of their responsibilities, informing their decision-making. | • Chair: Director of Nursing and Quality<br>• Group Clinical Director<br>• Human Resources Director<br>• Property Commercial Director<br>• Head of Safeguarding<br>• CEO of Health Care and CEO of Social Care<br>• Regional Medical Director<br>• Compliance Manager<br>• Director of Quality Assurance<br>• Group Head of Risk and Incident Management<br>• Expert by Experience Lead<br>• Head of Information Security and Governance<br>• Group Head of Health and Safety<br>• General Counsel |
| **Other Key Meetings** | | |
| **Corporate Group Meetings** | A range of corporate meetings provide oversight of focused areas including:<br>• Audit<br>• Business Continuity Emergency Planning Steering Group<br>• Freedom to Speak Up<br>• Health and Safety Group<br>• Group Health protection Committee Report (including Resuscitation, Infection Prevention & Control, Physical Health)<br>• Information Governance<br>• Information Security<br>• Medicines Management<br>• Mental Health Law<br>• Mortality Governance<br>• Policy Implementation Research and Development<br>• Quality Initiatives<br>• Environmental, Social and Governance Steering Group<br>• Reducing Restrictive Practice<br>• Regional Clinical Governance<br>• Responsible Officer's Decision Making Group<br>• Safeguarding Committee<br>• Serious Incident Panel<br>• Service Level Steering Group<br>• Service User Experience<br>• Violence and Aggression<br>• Workforce Transformation | Members of the following:<br>• Executive Management<br>• Senior Management Team<br>• Regional Management Team<br>• Representatives from the Site Management Teams |

# 6 Key Meetings and Committees

| | | |
|---|---|---|
| **Operational Board Meetings Health Care** | To provide oversight of operational governance within the division. To review performance against key targets, business plans, regulators and other corporate objectives. To review risks, assurance and controls relevant to Health Care, along with operational effectiveness of policies and procedures. To debate and discuss strategic issues affecting the Division and the wider organisation; and identify any potential commercial and / or reputational opportunities arising from the Division's work. To ensure information is cascaded from services to Board and Board to services. | • CEO of Health Care<br>• Regional Managing Directors (North and South)<br>• Regional Operational Directors (North and South)<br>• Chief Commercial Officer<br>• Property Commercial Director<br>• Head of Commercial Finance<br>• Group Facilities Director<br>• Director of Quality Assurance<br>• Regional Quality Managers<br>• Director of Nursing and Quality<br>• Group Clinical Director<br>• Human Resources Director |
| **Operational Board Meetings Social Care** | To provide oversight of operational governance within the division. To review performance against key targets, business plans, regulators and other corporate objectives. To review risks, assurance and controls relevant to Social Care, along with operational effectiveness of policies and procedures. To debate and discuss strategic issues affecting the Division and the wider organisation; and identify any potential commercial and/or reputational opportunities arising from the Division's work. To ensure information is cascaded from services to Board and Board to services. | • CEO of Social Care<br>• Regional Managing Directors (North and South)<br>• Regional Operational Directors (North and South)<br>• Chief Commercial Officer<br>• Property Commercial Director<br>• Head of Commercial Finance<br>• Group Facilities Director<br>• Deputy Director of Quality Assurance<br>• Director of Nursing and Quality<br>• Group Clinical Director<br>• Head of Human Resources Operations |
| **Regional Meetings** | To provide oversight of operational, clinical and care governance by region.<br>To review feedback regionally from People's Councils.<br>To identify and share best practice.<br>To provide escalation of concerns from local operational, clinical or care governance. | • Regional Management Team Members<br>• Chairs: Operations Director or Regional Medical Director |
| **Unit Meetings** | A range of local meetings are in place to ensure delivery of high quality, safe, compassionate care.<br>To provide a positive experience for the people who use our services and a rewarding environment in which to work.<br>To encourage active participation in local governance processes, to ensure lessons are learnt from local and corporate learning and foster continuous quality improvement.<br>To ensure the voice of resident, service users and staff are acted upon.<br>To provide an opportunity to escalate local concerns and areas of best practice. | Local site Management Teams. |

# 6 Key Meetings and Committees

| | | |
|---|---|---|
| **Major Project Meetings** | To oversee and direct all project planning including the implementation of infrastructure and transformation initiatives across the organisation. | As required for each project, relevant members will be drawn from:<br>• Executive Management Board<br>• Senior Management Team<br>• Regional Management Team<br>• Local/site management Teams |
| **Staff representative meetings** | We have a number of groups that focus on staff inclusion and participation, including our:<br>• disABILITY Network<br>• Equity, Diversity and Inclusion<br>• LGBTQ+ Network<br>• Men's Health Network<br>• Multicultural Network<br>• Staff Carers Network<br>• Staff Representative Groups (SRGs)<br>• Women's Network | Expertise and participation is drawn from around the organisation and across all disciplines. |

# 7 Clinical and Care Governance

## 7.1 Health Care

The Clinical and Nursing Directorate are jointly responsible for the oversight and implementation of Clinical Governance across Cygnet. Our Clinical Governance structure provides a framework of responsibility and accountability that continuously measures, monitors and improves the safety and quality of all our clinical services, and promotes optimal service user health outcomes and clinical excellence.

Our aim is to provide the highest quality care to our patients and residents at all times, wherever they are on their care pathway.

**Our Clinical Governance structure is supported by:**

- Ensuring that risk management systems and processes are incorporated into everyday practice
- Building and promoting an open and fair safety culture
- Encouraging staff, individuals and stakeholders to actively participate in improving the quality of service delivery
- Learning from mistakes, share knowledge, implement solutions and monitor success
- Promoting methods of assessing clinical effectiveness and quality of service delivery
- Continuously looking at innovative and effective ways of delivering the national clinical governance agenda

Our Clinical Governance structure ensures the implementation and monitoring of clinical performance indicators to measure clinical effectiveness within Cygnet, oversees trend analysis and compliance with clinical interventions and identifies emerging risks.

Each Divisional Medical Director chairs a quarterly Divisional Clinical Governance meeting, with representation from the Regional Medical Director who has chaired the regional clinical governance meeting for each region, and specialist professionals from our Multi-Disciplinary Teams. Information gathered at local level is analysed in the Regional Clinical Governance meetings to identify trends, themes and lessons learnt in each region. Unresolved or significant issues are escalated to the Group Clinical Governance meeting that is chaired by the Group Clinical Director. Lessons learnt and best practice are disseminated to individual units and across the organisation to ensure we constantly reflect, adapt and improve the quality of our provision.

We have established a Clinical Governance and Improvement Committee and our Clinical Quality Strategy is led by our Group Clinical Director and our Director of Nursing and Quality which oversees the implementation of the nursing strategy.

We have established Clinical and Quality Networks for all service lines within Cygnet who are responsible for overseeing and embedding best practice in accordance with the most up to date professional and industry standards.

## 7.2 Social Care

The Operational Directorate is jointly responsible, with support from central functions, for the oversight and implementation of Care Governance across the Social Care division. Our Social Care Governance structure provides a framework of responsibility and accountability that continuously measures, monitors, and improves the safety and quality of all our services, and promotes optimal service user outcomes and best practice.

**Social Care Governance operates through a structured, two-stage regional process supported by quarterly divisional oversight:**

**Stage 1:** Monthly meetings led by the Operations Director, attended by all services within the region.

**Stage 2:** Meetings led by the Managing Director, where Operations Directors present regional updates and escalate key issues.

All meetings follow a consistent framework covering clinical effectiveness, service user involvement, quality and compliance, safety, lessons learned, complaints, staffing, information management, and risk updates. Service leads submit reports in advance of Stage 1 meetings, and Operations Directors compile outcomes and escalate priority issues to Stage 2 meetings.

Regarding clinical oversight, those sites with in-house clinical teams hold quarterly clinical effectiveness meetings to inform governance discussions and representatives submit summary reports highlighting risks, escalation points, and best practice. Minutes and actions are shared widely, including with external regulators where required.

We have established a Clinical Governance and Improvement Committee, and our Clinical Quality Strategy is led by our Group Clinical Director and our Director of Nursing and Quality, which oversees the implementation of the nursing strategy. We've established Social Care Care and Quality Networks for all service lines within Cygnet responsible for overseeing and embedding best practice in accordance with most up to date professional and industry standards.

# 8 Colleague Engagement and Wellbeing

## 8.1 Freedom to Speak Up (FTSU)

At Cygnet, speaking up is viewed as a positive action, and one that is encouraged and supported. It is vitally important that all staff feel able to speak up about any concerns. To ensure this can happen, we have our Freedom to Speak Up Guardian (FTSUG) Ryan Faulkner, who is supported by a network of FTSU Ambassadors around the organisation to further embed an open culture. The 'Amber Button' on our intranet where our staff can submit concerns anonymously if they wish, via the online form, we have also developed more materials that promote speaking up in the workplace. We have a short information video used during local inductions and as a refresher at team gatherings. More recently, our FTSU team developed a speaking up Managers Handbook, which has helped further clarify the importance of speaking up within the organisation.

Whether it's related to quality of care, or about something affecting service user or staff safety, all concerns are addressed by our FTSU Guardian team.

The role of the FTSU Guardian is to help improve staff experience of raising concerns and speaking up, to protect service user safety and quality of care, as well as ensure the promotion of learning and improvement.

**The Freedom to Speak Up Guardian:**

- Operates independently, impartially and objectively whilst also working in partnership alongside individuals and groups throughout the organisation
- Will seek guidance and where appropriate escalate matters to bodies outside of the organisation
- Have open, honest conversations with leaders in Cygnet to promote change
- Support staff who speak up and agree next steps with them collaboratively
- Work closely with freedom to Speak Up Ambassadors at sites, supporting them to influence change
- Support the right to confidentiality wherever possible whilst also taking concerns forward

# 8 Colleague Engagement and Wellbeing

## Colleague Engagement and Wellbeing Lead

Caring for others is at the heart of what we do at Cygnet - but looking after our own wellbeing is just as important. We prioritise colleagues' health and wellbeing through a range of engagement and wellbeing initiatives. These include:

MHFA England

## 8.2 Mental Health First Aiders (MHFA)

At Cygnet, we recognise that supporting the mental health and wellbeing of our colleagues is just as vital as the care we provide to the people who use our services. That's why we've invested in training Mental Health First Aiders (MHFA) across the organisation. We currently have 157 MHFA-trained colleagues, with more training planned this year.

MHFA training does not prepare people to become therapists, but it does equip them with essential skills to recognise when someone may be in distress, listen non-judgementally, provide reassurance, and respond appropriately. These skills can be vital in preventing crises before they escalate.

The Colleague Engagement and Wellbeing Lead plays a key role in shaping a workplace culture where health and wellbeing are valued. Through a wide range of initiatives, the Lead ensures that colleagues feel heard, supported, and appreciated throughout Cygnet.

SRG
Staff Relations Group

## 8.3 Staff Relations Group (SRG)

The SRG is recognised as the nominated group of colleagues who formally represent staff views in the management of their service or department. SRGs across Cygnet continue to drive local improvements and positively influence corporate decisions that affect colleagues' working lives.

Each service should have an SRG in place to ensure that every colleague has a voice. To maintain authenticity and independence, SRGs are ideally composed of peers who are not part of the site or service leadership team, so the group can clearly reflect the experiences and perspectives of the wider workforce. SRG Leads receive SRG Masterclass training and ongoing support.

TRiM
Trauma Risk Management
Peer **support system** for our staff

## 8.4 Trauma Risk Management (TRiM)

We are committed to supporting staff wellbeing, particularly during difficult times. One way we do this is through TRiM (Trauma Risk Management), a peer-support model designed to assist colleagues who have experienced a traumatic or potentially traumatic incident at work. From March 2024 to January 2025, TRiM support was provided to 104 colleagues.

TRiM practitioners are non-clinical members of Cygnet staff who receive specialist training to help them understand how trauma can impact individuals. They offer early support in the immediate aftermath of an event and continue to provide follow-up support around four weeks later.

# 9 Service User, Family / Carer and Community Participation

The views of the people who use our services, their families, friends and carers are extremely important to Cygnet. We want to work together with service users and their families to make sure that we are meeting individual needs and providing the treatment, care and support that people rightly expect and deserve.

We believe that people should be at the centre of their own care and help shape their treatment. We undertake quarterly service user satisfaction surveys across our services which are made available in the most appropriate format for each individual's own needs.

Carers, family members, friends or partners can provide extremely valuable practical and emotional support - we value and respect the significant role that carers, families and friends can play in the recovery and wellbeing of people using our services and we invite their feedback through frequent surveys as well.

We also value positive engagement with the communities where our services are based and we participate in community initiatives around the UK. We listen to and support our neighbours to ensure our staff, service users and visitors enjoy worthwhile and supportive local relationships.

## 9.1 People's Councils

- The People's Council is a regular forum which aims to ensure that service user and family carer voices are heard. They provide an opportunity to discuss views and share experiences with our teams locally in the spirit of co-production
- Held at service level, we now have People's Councils at all our services and they continue to be recognised as an example of best practice within the sector
- The views and discussions from these meetings are reported through local governance structures to identify any areas that may require further focus and identify if any themes or hotspots are emerging
- The feedback and insight is also shared at regional People's Council forums and through the Experts by Experience reports, which feed into Service User Experience Group. Then, via the Lived Experience Advisory Board and Quality Risk and Safety Executive Committee, the information reaches the Executive Management Board (EMB), ensuring a clear line of sight from 'ward to board'. A service user story is shared at the beginning of every EMB as a clear focal point from the outset.

**The Peoples Councils aim to:**

- Ensure people who use Cygnet services and their carers are heard at all levels of the organisation
- Work with and influence the Executive Management Board
- Share best practice and lessons learnt across the organisation
- Co-produce policies and procedures
- Challenge and support the organisation to do better
- Come up with innovative projects and ideas
- Review complaints where there are themes and develop solutions
- Shape the vision, values and direction of the organisation

## 9.2 Advocacy

Independent advocacy is provided across Cygnet services to give a voice to our service users.

Making sure people's views and feelings are heard helps the individuals we care for to understand their rights and ensure they feel able to participate in decisions affecting them. Independent advocates work with people in a way that is appropriate to their communication needs and enables them to express their views. It is impartial, supportive and quality assured.

By creating a space to listen, we are able to focus on an individual's needs and wishes so that we enable them to participate in their care.

## 9.3 Expert by Experience

Cygnet recognise the value of lived experience and currently has an extensive Expert by Experience programme at every level of the organisation. Services can have daily, weekly, fortnightly and monthly visits from a dedicated Expert by Experience. These visits do not only act as an opportunity to provide peer support and peer advocacy, but to also support with various initiatives and projects.

Experts by Experience are also involved in regional and national meetings and project's such as regional clinical governance and Lived Experience Advisory Board which meets directly with the group CEO of the organisation.

The programme is led by the Expert by Experience Lead who is based at head office and oversees the organisations Expert by Experience bank and People's Council forums. Through the various methods of lived experience feedback, the Expert by Experience Lead ensures the service user voice is heard from ward to board. This involves input and sharing of themes and trends on various strategic meetings, boards and committees as well as working alongside departmental leads and directors to action accordingly.

# 10 The Role of our Central Support Functions

Our Central Support Functions provide specialist services and strategic support to enable our operational directorates and frontline teams to deliver high quality, person-centred care. The central function is structured so that it works collaboratively to ensure good governance across all service delivery with a focus on practical support, monitoring, best practice and learning.

## 10.1 Quality and Compliance

Delivering high quality, safe care is our priority. Our dedicated Quality Team provides an objective review of services to establish concordance with both Company expectations and regulatory standards in Scotland, Wales and England.

Our aim is always to exceed the national standards in all our service provisions. Our quality assurance and improvement processes give oversight to ensure the services we offer are robust and operate effectively to deliver the best possible outcomes for individuals in our care.

Using internal data and analysis, the quality team can benchmark progress to track improvements, identify trends and recommend areas for development to consistently deliver quality services.

Our team of Regional Quality Managers (RQMs) with experience in clinical, nursing and social care, as well as regulatory expertise, focus on providing scrutiny, oversight and direction to our operational teams, helping them to continuously drive-up quality in line with regulatory requirements within the health and social care sectors.

The RQMs inspection approach follows that of our national regulators and provides constructive challenge to support services to improve. They also act as an early warning system, working with other directorates, to flag any hotspots, identify any emerging and common themes, and support teams to implement the appropriate interventions and mitigating actions where necessary.

**Quality and compliance responsibilities:**

- To assess quality and safety in all care settings
- To advise what actions, systems and processes are necessary to address any issues that may be identified
- To review information recognising early warning signs or risks and escalate as needed
- To support processes and systems to ensure compliance with Cygnet's regulatory requirements and best practice
- Use auditing to highlight areas of non-compliance that need to be addressed and provide the advice and expertise for corrective action
- Support local action plans so progress can be evidenced and areas where further support is needed identified
- Provide expertise to operational teams to help embed improvements
- Promote collaboration and transfer of best practice between departments and services
- Oversee the management and review of policies and procedures to support quality improvement, ensuring they are shared and understood

### We have invested in our Quality Team

- 19 Full Time Equivalent Regional Quality Managers
- Director of Quality Assurance
- Deputy Director of Quality Assurance
- Compliance Manager
- Policy Manager
- Assistant Policy Manager
- Registrations Manager
- Quality Administrator
- Policy Administrator

# 10 The Role of our Central Support Functions

**Monitoring quality:**

- The Compliance Manager sits within the quality team
- They collate and disseminate information relating to Regulatory inspections at Cygnet services
- The collation and dissemination of information relating to audits undertaken by the RQM
- Updating and reporting from the Regulatory Inspection Service Improvement Plan (RISIP) and Quality Inspection Service Improvement Plan (QISIP) system and provides Cygnet and external stakeholders with data / reports regarding quality and compliance within Cygnet
- The RQMs report weekly through our online system to highlight key areas of best practice and also areas for improvement
- This report is circulated to the senior management team and other relevant departments
- RQMs attend and feedback at Regional Operational meetings and participate in the Executive Quality Risk and Safety Committee
- The Quality team also attend a number of company forums e.g. committees, management meetings, working groups and the executive management meeting. This provides quality input from services to Board
- The Director of Quality Assurance reports to the Director of Nursing and Quality and has weekly and monthly meetings with the Chief Executive Officers and Managing Directors for Social Care and Health Care and the Operational Projects Director to ensure escalation of information from the quality to relevant departments
- Our Quality, Safety and Improvement Committee meets quarterly and has oversight of quality and performance. Any services requiring additional input are discussed and support agreed as required

## 10.2 Policy Team

Our Cygnet Policy function sits within the Quality team and oversees the management of Cygnet Group Policy with the aim of ensuring that policies are consistent with current legislation, guidance, and best practices.

The team ensures that all policy is regularly reviewed and that consultation with staff, individuals and carers is welcomed and incorporated where appropriate.

Cygnet's policy documents are managed in such a way that distribution to staff, publication online and historical archives are kept in a manner which is up to date, methodical and accurate.

The policy team strives to ensure continuous improvements not only to policy content but also in the visual presentation, branding, accessibility and online management systems so that staff and relevant stakeholders can quickly and easily navigate to, or feedback about, the policy information in question.

Our Policy Group oversees the policy implementation process and ensures clear lines of responsibility and timescales for implementation.

Any issues would be escalated to Local Risk Registers and then the Operational Risk Register as needed.

## 10.3 Registrations

Our Registrations function sits within the Quality team and ensures the accurate and up-to-date registration of services with the relevant regulatory body. They make sure services are appropriately registered and maintain records of compliance.

The Registration manager attends bi-weekly registration calls with the Director of Quality Assurance and the Operations Project Director to review the registration pipeline and managers registrations. Any areas of non-compliance are escalated to the Operations Director and the Director of Quality Assurance regularly provides an overview of registrations to the Executive Management Team.

## 10.4 Safeguarding Team

Within Cygnet, safeguarding isn't just everyone's business, it's everyday business. All colleagues have access to direct support from the Central Safeguarding Team in addition to the Safeguarding Leads for their respective areas of Practice. Safeguarding is a central thread throughout all governance processes and at every level.

Our commitment is that all individuals entrusted to our care receive the support they need to progress on their care pathway safely, in a way that is suited to their individual needs.

We have zero tolerance to any form of abuse and foster a culture of openness. In addition to the Local Safeguarding Procedures at service-level, our Freedom To Speak Up Guardian encourages anyone to speak up about any concern. All of our senior leaders and the Board are committed to an open and honest learning culture and speaking up is vital because it supports us in continuous improvement for all our service users, and the working environment for our staff.

Our safeguarding structure is clear and robust. Our Director of Nursing and Quality (DoNaQ) is the Executive Lead for Safeguarding and a member of both the Clinical Governance and Improvement Committee and Executive Management Board. The DoNaQ chairs the quarterly Safeguarding Committee, which reports to the Quality Risk and Safety Committee.

The Safeguarding Committee reviews training compliance and that all staff have safeguarding training appropriate to their role. The Committee also reviews safeguarding referrals from sites to look for outliers both high and low, and any actions from high level safeguarding cases.

The Committee has membership and contributions from a number of different areas, including but not limited to: both Health Care and Social Care, Freedom to Speak Up, Learning and Development, Reducing Restrictive Practice, and Experts by Experience/People's Councils. Reflective Regional Safeguarding Forums are chaired by the members of the Central Safeguarding Team and are attended by Safeguarding Leads for each service. The purpose of the forums is to provide peer support, raise any issues from sites that need escalating to the Safeguarding Committee, and for updates from the Safeguarding Committee to filter back to sites via the Safeguarding Leads.

**All units must be aware of the Risk Management Policy and requirements expected from units.**

| | Likelihood | | | | |
|---|---|---|---|---|---|
| **Consequence** | 1 | 2 | 3 | 4 | 5 |
| | Rare | Unlikely | Possible | Likely | Certain |
| | This will probably never happen / recur | Do not expect it to happen / recur but it is possible it may do so | Might happen or recur occasionally | Will probably happen / recur, but it is not a persisting issue | Will undoubtedly happen / recur, possibly frequently |
| 1 Negligible | 1 | 2 | 3 | 4 | 5 |
| 2 Minor | 2 | 4 | 6 | 8 | 10 |
| 3 Moderate | 3 | 6 | 9 | 12 | 15 |
| 4 Major | 4 | 8 | 12 | 16 | 20 |
| 5 Catastrophic | 5 | 10 | 15 | 20 | 25 |

# 10 The Role of our Central Support Functions

## 10.5 Complaints and Compliments

Complaints and compliments are a valuable source of feedback; where we receive compliments these are used to promote good practice and when we receive complaints we aim to learn from them to improve our services for everyone. We have a central dashboard to monitor complaints and their management, which can be accessed locally, regionally and corporately.

Cygnet recognises that there may be occasions when individuals or those related to them may be unhappy with the care or treatment that they have received. Service users and relatives are encouraged to speak openly, freely and with confidence that their treatment or care will not be prejudiced.

The Corporate Complaints and Compliments Manager is responsible for setting our standards for complaint handling and management and monitoring and reporting on themes and trends. The Corporate Complaints Manager reports to the Director of Communications and Marketing.

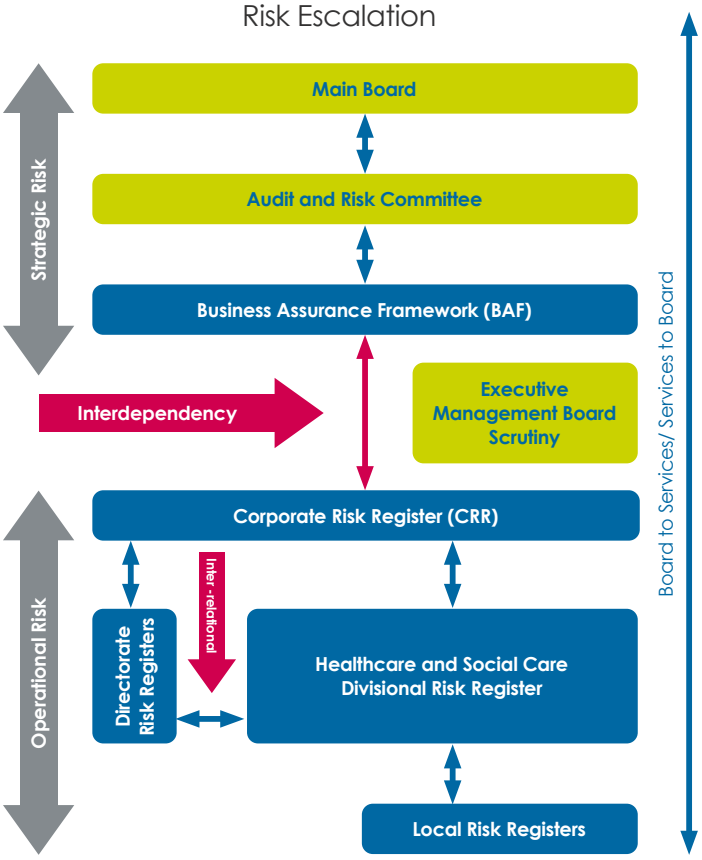
## 10.6 Risk Management

The Risk Management Team is responsible for overseeing risk and safety issues across the organisation through effective management systems, transparent reporting processes and collaboration with external agencies as required.

This function is supported by the Group Head of Risk and Incident Management who leads the Patient Safety Team and reports to the Director of Nursing and Quality.

## Risk Pathway for escalation

Risk Escalation




### The team is responsible for:

- Ensuring that there are accurate and transparent systems of reporting incidents and risks
- Overseeing Local Risk Registers and feeding into the Operational Risk Register if required for escalation
- Overseeing the Operational Risk Register and Corporate Risk Register and liaising with all Directorate Leads to ensure they are comprehensive
- Monitoring serious incidents and ensuring they are properly reported and investigated
- Collating risk management data to inform local, regional and corporate forums to give a clear line of sight of risks, emerging themes, incidents and claims
- Working with all directorates including Clinical and Nursing Directorates and the Quality Team to share learning from serious incidents and complaints
- Cooperating with external bodies, authorities and organisations to support any investigations or inquiries

## 10.7 Health and Safety Team

At Cygnet Health Care, our Health and Safety Team, led by the Group Head of Health and Safety who reports directly to the Property Director, plays a pivotal role in supporting the operations of our services. The team ensures compliance with all current health and safety requirements and legislation through the following activities:

1. **Building Risk Assessments:** The team arranges comprehensive fire, water and general risk assessments by qualified professionals, supports the implementation of mitigation measures, and provides guidance to maintain a safe environment for patients and staff.
2. **Health and Safety Risk Register:** The team maintains and updates the health and safety risk register, offering advice on managing identified risks and prioritising potential hazards effectively.
3. **Task Risk Assessments:** The Health and Safety Team arranges comprehensive risk assessments for all facilities and activities by qualified professionals, supports hazard mitigation, and provides ongoing advice to ensure assessments are regularly reviewed and updated.
4. **Accident and Incident Investigations:** The team coordinates investigations into accidents and incidents, identifies root causes, and provides coaching on implementing corrective actions to prevent future occurrences and improve overall safety. The team will also report accidents and incidents through the RIDDOR reporting mechanism.
5. **Health and Safety Checks:** The team arranges regular health and safety checks, provides clear audits to evidence compliance, and offers guidance to identify and address areas for improvement.
6. **Site Inspections:** The Health and Safety Team arranges regular site inspections by qualified professionals to identify potential hazards, ensures compliance with health and safety standards, and provides advice on implementing corrective actions.
7. **Infection Control and Water Quality:** The team coordinates the monitoring and management of infection control protocols and water quality standards, provides advice on regular testing and water hygiene practices, and ensures compliance with guidelines to protect persons in our care and staff.
8. **Training Delivery:** The team works with L&D to ensure relevant health and safety training is arranged and delivered to all employees, coordinates the development of training programs, schedules sessions, and provides ongoing support to maintain training records.
9. **Recommend Individual Training:** The Health and Safety Team identifies individual training needs, recommends appropriate training programs, and arranges for the delivery of training sessions to ensure all employees are equipped with the necessary skills and knowledge.
10. **Coaching and Assistance:** The team provides coaching and assistance to employees and managers on health and safety practices, offers guidance on best practices, and supports the implementation of safety measures across Cygnet Health Care.
11. **Collaboration with Authorities:** The team works closely with local Health and Safety and Fire Authorities to ensure compliance with regulations and best practices, maintaining regular communication and cooperation during inspections and audits.
12. **Policy Renewal:** The team oversees the review and renewal of health and safety policies to keep them up-to-date with current legislation and best practices, ensuring all policies reflect the latest standards and guidelines.
13. **Closing Out Audit Actions:** The team ensures that audit actions are promptly addressed and closed out, tracks progress, implements corrective measures, and provides advice to support continuous improvement.
14. **Contractor Management:** The Health and Safety Team ensures contractors comply with health and safety standards, reviews contractor safety plans, monitors their activities, and provides advice to ensure adherence to site-specific safety requirements.
15. **Facilitating the Health and Safety Committee:** The team facilitates the health and safety committee and supports related groups, ensuring effective communication and collaboration on health and safety matters across Cygnet Health Care.
16. **Providing Timely Advice and Risk-Based Solutions:** The team offers timely advice and develops risk-based solutions to address health and safety concerns, ensuring recommendations are practical and aligned with organisational goals.

17. **Promoting a Safety Culture:** The Health and Safety Team encourages a proactive approach to safety, recognising and rewarding safe behaviours, promoting open communication about safety concerns and solutions, and involving employees in safety initiatives.

By adhering to these practices, our Health and Safety Team ensures that Cygnet Healthcare maintains a safe and compliant environment for all employees and stakeholders, supporting the effective operation of our services.

## 10.8 Human Resources

At Cygnet we want to ensure we have the right people, with the right skills providing care at the right time and place to ensure our service users receive the highest standards of care that we aspire to.

Our staff are recruited according to our shared values. We always aim to retain high quality staff by investing in their development and opportunities for all to grow within Cygnet. We support leadership progression throughout the organisation and value compassionate leadership by ensuring all staff receive regular supervision and feedback.

Our HR Business Partners carry out HR site reviews with service managers regularly to review the employee life cycle. HR Clinics are conducted every six months or more frequently if required. The clinics are an open forum for all staff to speak to HR in confidence about anything they may be experiencing or with queries. It also provides an opportunity for our HR Business Partners to gauge staff morale and take positive action locally to enhance employee experience, which in turn benefits service user satisfaction.

We empower our staff to develop their careers through our Learning and Development training programmes, Continuing Professional Development (CPD) and bespoke apprenticeships. We also support our leaders of the future through our innovative leadership and management training courses.

## 10.9 Digitally Enabled Care (DEC)

Cygnet has launched its digital programme management office (PMO) to ensure the smooth delivery of digital solutions that improve efficiency, reduce complexity, and free up colleagues to focus on what matters most - delivering excellent care and service.

**The PMO will follow the managing successful programmes (MSP) framework and will support with:**

- **Strategic Oversight -** Aligning projects with business priorities to maximise impact
- **Collaboration -** Bringing teams together to share knowledge and drive innovation
- **Governance and Structure -** Providing the right frameworks to keep projects on track

Additional digital Governance boards are being established to oversee decisions, alignment, feasibility and readiness to deploy.

**Cygnet strives for continuous improvement with our clinical systems and we are committed to the move away from paper to digital. To support this aim, the following clinical systems projects are running:**

**myPath 365 - Cygnet's electronic care record transformation project**

This doesn't refer to a specific product as yet, which could be an "off the shelf" electronic care record, or something requiring more development. The ultimate aim will be to have all information about the individuals in our care, in one, easily accessible place.

**Electronic Prescribing and Medicines Administration (EPMA)**

Our pharmacy provider Speeds will be working with us to rollout an ePMA (electronic prescribing and medication administration system) across Cygnet Health care sites.

EPMA systems offer numerous benefits, including improved patient safety, reduced medication errors, increased efficiency, and better access to information, ultimately leading to better patient care alongside cost savings.

Cygnet's data and analytics teams are also undergoing significant digital transformation, to enable Cygnet to harness the power of data for better decision making, reporting and insights, ultimately driving business growth and innovation.

# 11 Working with our Commissioners to Deliver Excellence

Cygnet has a national network of Business Relationship and Partnership Managers who work closely with our public sector commissioning partners in local authorities, ICBs, NHS Trusts, NHS England and Provider Collaboratives to ensure that our services are meeting the demands of the local health and care economies. The engagement through our Relationship and Partnership Managers ensures a touchpoint for the customer throughout the whole journey of working together, from:

- Understanding what services we can offer across the Group to meet the needs of their service users, including our care pathways as service users progress with us
- Making a referral to Cygnet, working with clinicians to identify the most suitable place for the service user, and seeing the referral through to the point of placement
- Compliance with all contractual and reporting requirements, presenting to the commissioner the service KPIs and key quality indicators (e.g. CQUIN) that are being delivered
- Ongoing customer management, including ability for the customer to reach someone swiftly who can deal with any issues that need to be raised
- Strategic development discussions, including membership of Provider Collaborative boards
- Identification of areas of unmet need and working with our customers around filling such gaps
- The expertise, flexibility and good governance arrangements to consider patients of the highest acuity or need and tailor bespoke treatment and care plans to suit their requirements

We pride ourselves in being a key strategic and delivery partner to the public sector.

# 12 External Stakeholder Engagement

A key part of our governance is the accountability and assurance we provide to our key stakeholders and customers. Ensuring they are satisfied and cognisant of our care, delivery and outcomes is a key part of our external governance processes.

Our national contract with NHS England requires detailed regular monitoring on a minimum quarterly basis. Such monitoring includes reviewing items such as:

- Key performance indicators as detailed in the NHS standard contract
- Key quality, development and innovation indicators (e.g. CQUIN)
- Training and safe staffing
- Feedback from advocates and our staff
- Complaints and compliments

For each contract and service line, we develop a suite of service quality reports, sent to the commissioner in advance of the regular contract meetings. A key element of contract monitoring is also local site visits to give clear visibility into our services and making sure this feedback is incorporated into the ongoing governance / contract reviews.

Quality meetings with NHS England are held at both Board level and locally. We welcome the scrutiny so that we can provide and demonstrate the assurance required to continue providing much-needed services to help even more people.

Cygnet is an active partner to the national Provider Collaborative programme, where NHS England are phasing over responsibility for the commissioning of selected specialised services. Cygnet is a core partner in over 20 large 'fast-track' Provider Collaboratives across secure mental health, adult eating disorders provision and child and adolescent mental health services.

Cygnet also reports on its widespread Integrated Care Boards, NHS Trust and other NHS entity contracts in the same way.

# 13 Media and Communications

Cygnet's Communications and Marketing Directorate is the first point of contact for all internal, external and employee communications as well as managing media enquiries, supporting positive stakeholder relations and protecting the Cygnet brand.

Led by the Executive Director of Communications and Marketing, the experienced team provides appropriate responses to journalists to highlight good governance and quality care, and promotes the positive output from Cygnet's portfolio. The team helps to build perception and confidence from commissioners, service users, their families and prospective employees.

The department is also responsible for providing advice to the Board on any issues pertaining to the reputation of the organisation and has oversight of risks that may affect the Cygnet brand.

Through our Internal Communications function we provide timely, relevant corporate news and updates. We act as the point of contact to disseminate relevant sector information, guidance, lessons learnt and best practice to our workforce. Through our employee engagement initiatives we are proud to showcase the wealth of positive stories that our colleagues and service users achieve and share every day.

## Guided by our organisational values and in line with our Strategic Priorities the Communications Team is committed to:

- Sharing service user outcomes to demonstrate the care and clinical excellence provided across our services
- Supporting service users and their families and carers to access the information and communication they need
- Delivering and maintaining clear lines of communication with our staff
- Creating opportunities to listen to staff feedback and demonstrate how the organisation acts on that information
- Responding to media enquiries to highlight good governance and quality care
- Promoting the positive output and engagement from our services
- Publicising our latest developments
- Building the organisation's reputation to help engender trust and respect for our services and staff
- Facilitating expert commentary on issues including mental health, social care, learning disabilities and autism
- Understanding stakeholder and public opinion
- Demonstrating Cygnet's work in the communities we serve

# 14 Metrics and Outcomes - Cygnet in Numbers Infographic

Our expert and highly dedicated care team of more than 13,000 employees support almost 9,000 individuals each year across 163 services to consistently make a positive difference to their lives

We provide services in Scotland, Wales and England

84% of our services are consistently rated 'Good' or 'Outstanding' across the Group by our regulators

## Service lines

**11 in Health Care**

- Secure
- PICU
- Acute
- Mental Health Rehabilitation and Recovery
- Personality Disorder
- CAMHS
- Eating Disorder
- Learning Disabilities
- Autism Spectrum Disorder
- Neuropsychiatric
- Mental Health and Specialist Deaf

**5 in Social Care**

- Residential Services
- Supported Living
- Specialist Day Services
- Neurological Complex Care
- Nursing Homes

**Number of beds**

Health Care 2,452

Social Care 921

## Purpose:

We make a positive difference to the lives of the individuals we care for, their loved ones and all those who work with us

*Figures accurate as of June 2026.

# 14 Metrics and Outcomes - Cygnet in Numbers Infographic

We provide services in **Scotland, Wales and England**

**84%** of our services rated **'Good'** or **'Outstanding'** by our regulators

All Tier 4 CAMHS services have been rated **Good by Ofsted**

*Figures accurate as of June 2026.

## Accreditations

32 Cygnet Health Care services have achieved Triangle of Care accreditation from The Carers Trust

Over 60 of our Social Care services have achieved their Dignity in Care Award

All of our Neuropsychiatric services are accredited by INPA

7 of our Neuropsychiatric services are Headway accredited

All of our CAMHS services are members and /or are accredited with the Quality Network for inpatient CAMHS (QNIC)

Our CAMHS PICU and Acute services at Cygnet Hospital Sheffield are CAMHeleon accredited

5 of our inpatient mental health services are accredited with AIMS-Rehab and AIMS-Working Age

13 of our secure services are members of the Quality Network for Forensic Mental Health Services (QNFMHS)

5 of our PICU services have been accredited and/or are members with the Quality Network for Psychiatric Intensive Care Units (QNPICU)

6 of our PICU, Acute and Secure services have been accredited with Star Wards

# 15 Quality Review Update

## CQUINS

Consistently meet **NHSE CQUIN targets** year on year.

CAMHS: Launch of a **bespoke training programme** incorporating **Open University modules** and linking to a **Senior CAMHS HCW level 3 apprenticeship qualification.**

Delivery of co-produced **Healthy Weight Management** passports in all adult secure services

## Developing our managers

**150 new apprenticeship sign-ups.** Launched 8 new programmes. **Celebrated 60 completions.** Nearly **350 staff are undertaking an apprenticeship programme**

**496 apprenticeships completed** in the last three years, including **42 newly qualified nurses**

**250 colleagues have started our World Class Manager Programme. 153 having completed the programme** so far **250 completed our Team Leading and Management Apprenticeships**

**Supported 42 support workers** to become registered nurses

## Open cultures

**96%** are aware of **Cygnet's Freedom to Speak Up Guardian, ensuring staff know how to raise concerns safely**

**96%** said they **would know how to report malpractice, fraud or wrongdoing, a testament to Cygnet's open and transparent working culture**

**Ambassadors Network Masterclasses** taking place in North and South Regions on a quarterly basis

## Lessons learnt

Identified and discussed through our **local and corporate governance meetings**

Shared with all staff in a monthly **bulletin and vlog**

## Supporting staff

Our **TRiM** (Trauma Risk Management) and **StRaW** (Sustaining Resilience at Work) systems provide peer **support for colleagues** who may be experiencing difficulties at work

We launched our disABILITY network and Men's Network to give more staff a safe, non-judgemental, supportive environment to meet and share ideas

**Multicultural Network** recommends and takes **positive action**

## Workforce

Created **1,000+ new roles** and slashed agency reliance from **12.1% to 5.3%, ensuring continuity of care.**

Our staff turnover has **reduced** from **27.4% to 21.2%**

**Hired 4,400+ staff across all job families**

## Communication and engagement

more than **1,600 pieces** of positive media coverage with a reach of more than **1Billion**

Grew our social media following by over **9K, 58,000+** social media followers across our platforms, including our newly launched **TikTok** platform

**Our incredible staff raised £100,000 for various charities in 2025**

**Shortlisted** in more than **70 National Awards**

## 2025 staff survey

**Almost 9,000 colleagues took part in the survey (8998), 79% of our workforce**

**85%** are **proud to work for the company (+1%)**

**83%** would recommend Cygnet as **a great place to work (+3%)**

**88%** say they **enjoy working** for the company

**91%** of employees say that **care of service users is Cygnet's top priority (+1%)**

**91%** of employees say they **receive the training and support to help deliver a better service user experience (+1)**

**96%** of employees said **if they had a concern about malpractice, fraud or wrongdoing, they would know how to report it**

## Ensuring quality

**RQMs: monthly site visits** for full **quality reviews** and / or **thematic reviews**

**Identify trends and areas for improvement** through audit, observation, data analysis, advocacy, patient and staff feedback

**Action on improvements made** - required in 30 days

*Figures accurate as of June 2026.

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